

## Means of Community Ownership and Involvement

### ◆ Providing a Rebate or Savings Reward to Residents

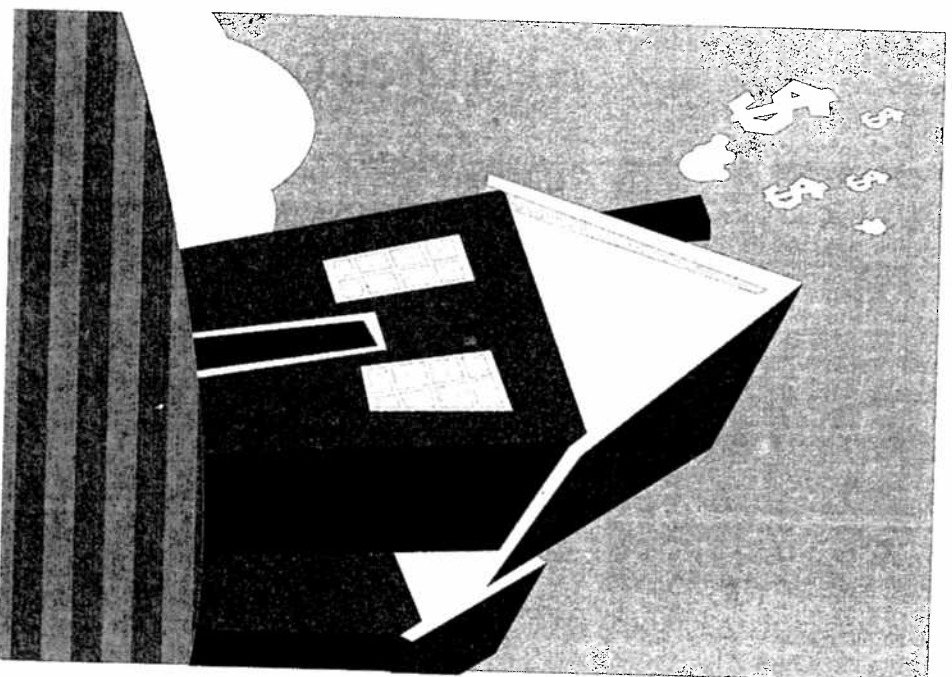
- ◆ Create a savings reward program, whereby residents receive either rebates or reduced prices as a reward for buying goods at the stores located in the development.

# *SECTION 6: CURRENT HOUSING AND COMMERCIAL DEVELOPMENT ENVIRONMENT*

# New Economic Development in the Congress Heights Community

## ◆ New Residential Developments

- Douglas Knoll
- Oxon Creek
- Walter Washington Estates
- Wheeler Creek
- Henson Ridge



## Douglas Knoll – A New Rental Community

- ◆ Total of 182 rental units
- ◆ Substantial rehabilitation of existing apartment community



## Douglas Knoll

- ◆ 2 and 3 bedroom units
- ◆ Various interior floor plans including cathedral ceilings and duplexes
- ◆ Accepts Section 8
- ◆ Rents range from \$635-\$880 for two bedrooms and \$800 - \$1145 for three bedrooms, plus utilities



## Oxon Creek



- ◆ Developed by William C. Smith Company
- ◆ Adjacent to Parklands rental community
- ◆ Garages and other modern amenities
- ◆ Access to all services of the Parklands development

## Oxon Creek

- ◆ 210 high end for sale townhomes
- ◆ Project is sold out
- ◆ Unit styles and features are competitive with suburban housing development



## Oxon Creek

- ◆ Project features on site high end consumer services and utilities such as the splash park and day care center



## Oxon Creek

- ◆ New Image Child Care Center



## Walter Washington Estates



- ◆ Homeownership townhome development
- ◆ 160 units, project sold out
- ◆ Amenities include security and community center

## Walter Washington Estates

- ◆ Provides housing product that is comparable to suburban subdivisions



## Wheeler Creek



- ◆ First Hope VI project in Ward 8
- ◆ Former site of Valley Green public housing
- ◆ Completed 1991

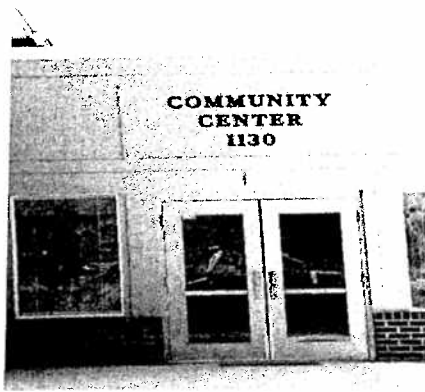
## Wheeler Creek



- ◆ Total of 357 units at much lower density than previous development.
- ◆ Varied product types include single family detached homes, townhomes and apartments

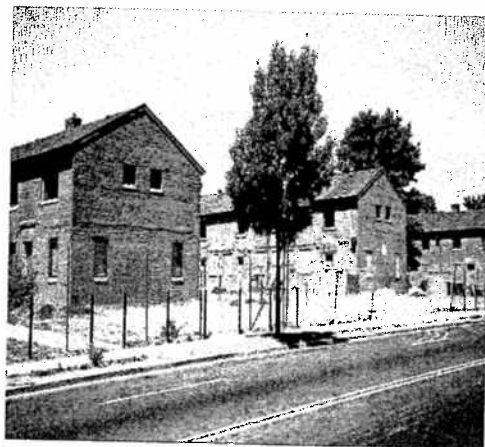


## Wheeler Creek



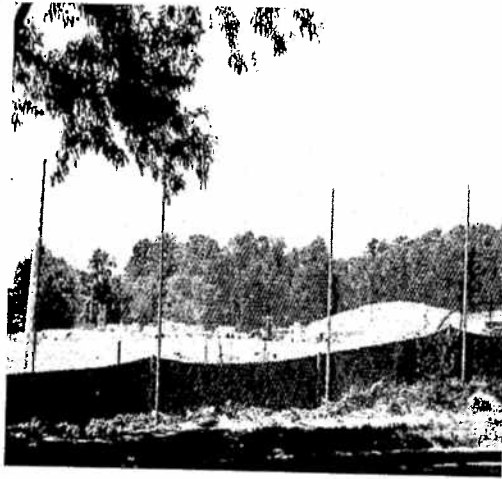
- ◆ Project includes amenities such as a community center

## Henson Ridge



- ◆ Delivery 2003, replaces Stanton Dwellings and Frederick Douglass homes, former public housing developments

## Henson Ridge



- ◆ Hope VI project of 600 units both rental and for sale
- ◆ Promotes varied housing types and income integration

## Camp Sims – Residential Development

- ◆ Mississippi Avenue frontage of about 13 acres to be developed as 80 single family detached homes by WC Smith Company

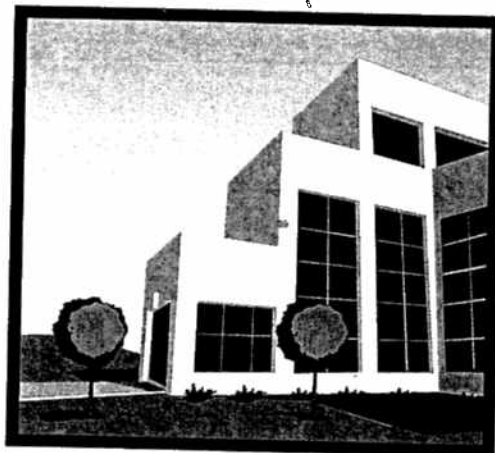


## Brownstein Commons



- ◆ Planned redevelopment of 185 units of condo or coop ownership along Mississippi Avenue, delivery anticipated in 2002/03

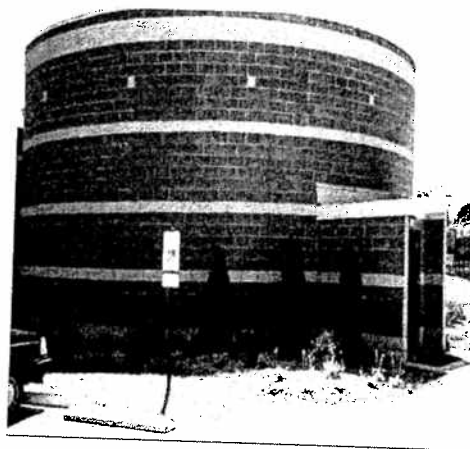
## New Economic Development in the Congress Heights Community



- ◆ Commercial Development
  - Tennis & Learning Center
  - Plaza 8
  - Senior Wellness Center
  - Camp Sims
  - ARC

## Southeast Tennis and Learning Center

- ◆ Established in 2000 to offer athletic, tutoring, and educational enrichment programs to children, teens and families



## Southeast Tennis and Learning Center

- ◆ Offers programs year around including self esteem and personal improvement



## Southeast Tennis and Learning Center

- ◆ Modern community facility with resources for computer learning
- ◆ Developmental Tennis School for all levels for players aged 6-18



## Plaza 8



## Plaza 8

- ◆ 9,800 square feet developed by ERCDC
- ◆ Office of ERCDC
- ◆ Clinic: Children's National Medical Center
- ◆ Occupancy late 2002



## Senior Wellness Center



- ◆ Focusing on a wide range of health services for the elderly

## National Children's Medical Center

- ◆ Providing medical care and research



## Camp Sims - Commercial Development



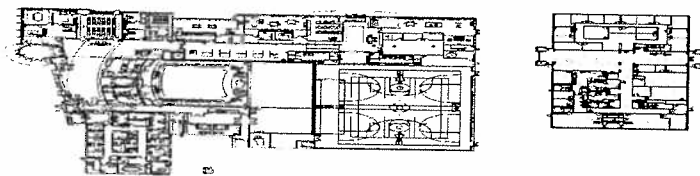
- ◆ Partnership of ERCDC, WC Smith and Mid-City Financial
- ◆ Total site about 25 acres
- ◆ About 88,000 square feet of retail space, with Giant as anchor tenant on Alabama Avenue side

## ARC

- ◆ Construction underway at ARC
- ◆ 110,000 square feet to house multiple recreation programs, computer learning center and library, adult education classes, community meeting spaces and multi-purpose rooms as well as healthcare services



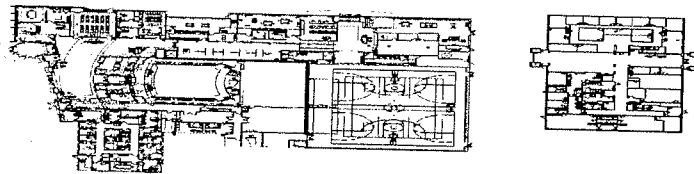
## ARC



- ◆ ARC, community services center (main building) will be completed in early 2004. Tenants include Washington Ballet, Levine School of Music, Boys and Girls Club of Greater Washington, Life Pieces Visual Program, Children's Hospital Project DC, Parklands Community Center, Washington Middle School for Girls. Costs will exceed \$20 million.



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# *SECTION 7: CASE STUDIES*

- *Perry School*
- *Thurgood Marshall Center*

## CASE STUDY: PERRY SCHOOL

### *History*

The original proposal to rehabilitate the Perry School along with construction of new townhomes was presented to DHCD in 1987 by a public/private partnership. The partnership included Horning Brothers, a local developer, primarily of residential properties; North Capital Neighborhood Development Corporation, a private, non-profit community based development organization; Sursum Corda, Inc., a non-profit resident led organization, and Center City Community Corporation, Inc., a private non-profit social service agency. This group was formed to insure that a previously blighted community could be re-developed, first to construct new townhomes and second, to save the historic Perry School as a community resource.



The Perry School has a tremendous history. It was the first high school in the country funded with public monies to educate African American students. Horning Brothers was responsible for the town home development, and upon completion in 1996, terminated its interest in the partnership. After Horning left the partnership, the remaining parties created Perry School Community Services, Inc., (PSCS) which took the leadership to complete the project, the renovation and re-use of the Perry School. The resources of the partnership were transferred to PSCS, Inc. The school renovation began in 1996 and was completed by December 2000.

### *Building Structure*

The building is 36,000 square feet with four levels, a basement and three floors above grade. The

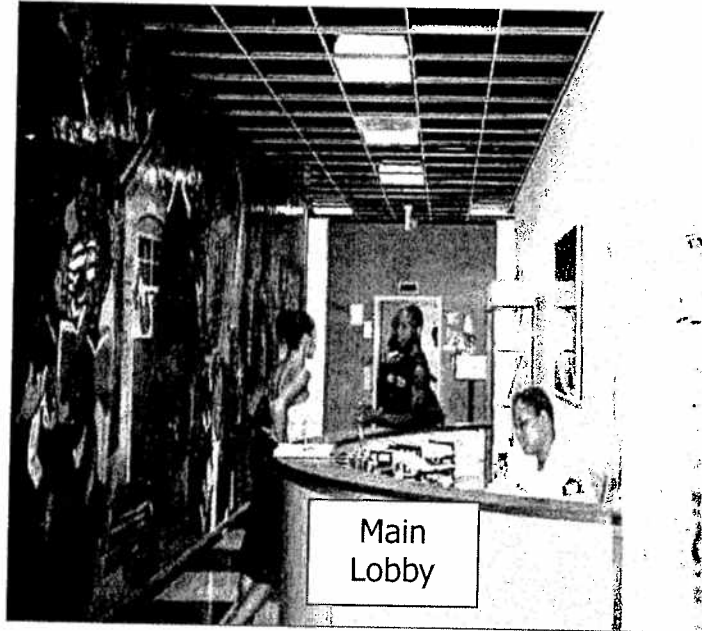
school was originally built in 1891/92, of a brick exterior and concrete floors. The building had been vacant since 1973, and at the time of rehabilitation, had no operating systems. Some internal walls and floors could be preserved, but the construction was extensive, and the historic preservation status increased costs. The cost of the exterior renovation alone was \$1 million.

## *Organizational Structure*

Perry Community Services, Inc. operates with a full time staff of 17 people and several part time staff, and is governed by a community based Board of Directors. Its annual budget is \$1.2 million, of which 62% is raised from private foundations, 14% from individuals, 7% from the federal government and about 7% from the District government. Most of the government funds received as fees for service contracts for delivery of programs for children and youth.

PCS, Inc programs focus social services, economic empowerment and youth services, all of which are housed at the Perry School.

- Perry Art Center: provides creative art programs, such as graphic design, mural painting, marketing and promotions, to children aged 6-21 years
- Perry Job Training Center: focuses on job training for adults, generally at a level beyond entry level jobs
- Perry Network Learning Centers: focus on children and adults of all ages, for computer training and technology related programs
- Perry Social Services Center: provides preventive and supportive services for at risk families and individuals, including case management, emergency services, crisis intervention, parenting education, mental health services and therapy
- Perry Youth Development and Education Center: provides comprehensive developmental programs for children and youth, such as after school programs, summer camps and specialized programs such as Rites of Passage

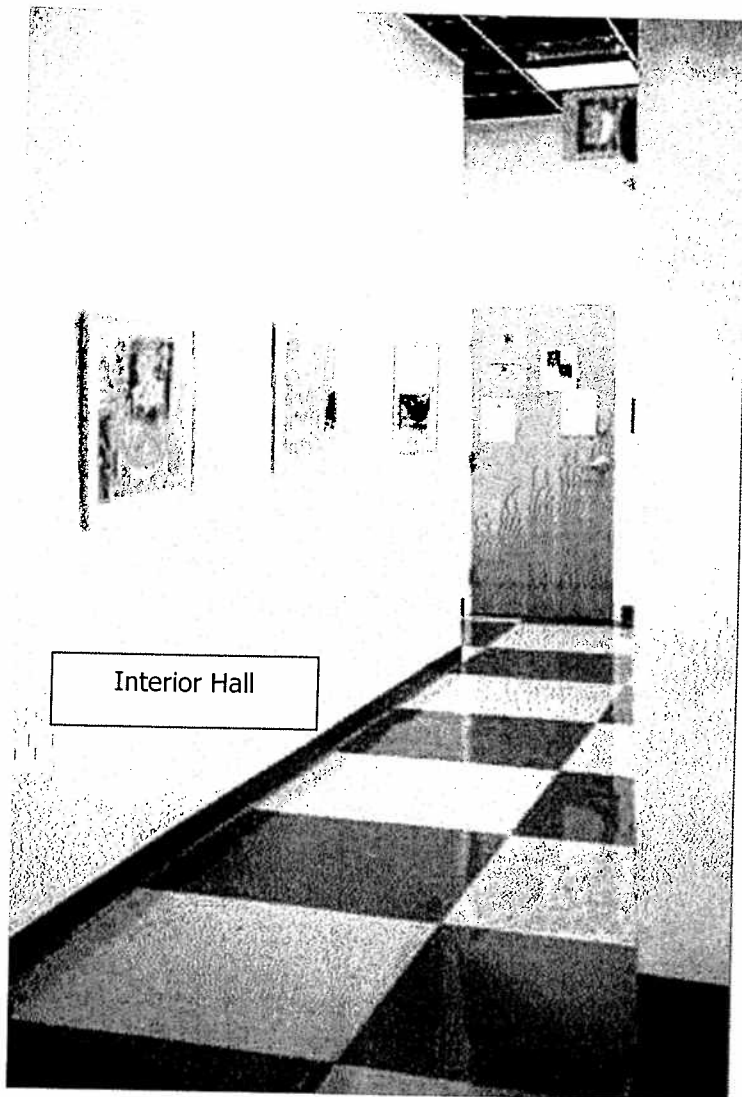


## *Construction Funding*

The total construction cost of the nearly gut rehabilitation of the Perry School was \$5.64 million. That figure far exceeded the original construction estimate \$2 million, as well as a later estimate of \$4.1 million. PSC, Inc. was responsible for the basic building construction, common areas, bathrooms, all systems, but the tenants were responsible for the build out of their own space.

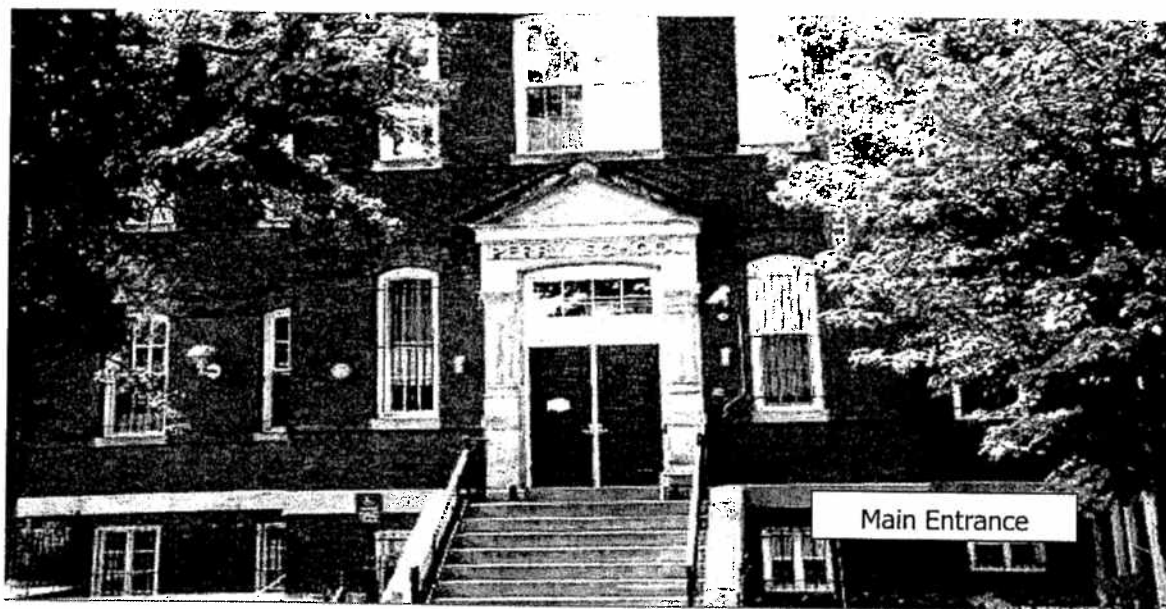
The construction costs were met through a mix of funding sources:

- \$1 million "Special Purpose" grant that was secured through the efforts of Eleanor Holmes Norton. She was instrumental in attaching to a bill, already going through Congressional review, a dedicated line item for funding of the Perry School project. This congressional appropriation was granted and channeled through HUD and then DHCD. The following year, Ms. Norton lobbied for a second appropriation of \$1 million, which was approved, but later rescinded by Congress under a subsequent administration
- An additional \$500,000 was granted by DHCD from re-programmed CDBG funds. Frank Smith, while on the City Council, was instrumental in helping to secure these funds. An additional loan of \$1.58 million was secured from DHCD CDBG monies.
- Another \$1 million was raised from private foundations. An anonymous donor, after learning of the rescission of the second million-dollar HUD grant, contributed \$1 million of his own funds.
- The balance was smaller grants from multiple sources, \$60,000 was contributed by individuals, \$250,000 from local corporations, primarily banks and PEPCO, and a small amount was raised from churches.



### *Construction*

Construction started in 1996 and was completed in December 2000. The first tenants moved into the building in October 1998. Much of the success of the project during the construction phase was attributed to the construction manager hired to oversee the job. Henry Bowden had worked for 18 years for the Akridge Construction Company. After he left Akridge, he started his own firm and was retained by PCS, Inc., which covered these costs with a \$100,000 grant, half from Fannie Mae and half from the Meyer Foundation. His duties included preparing all RFPs, serving as the owner representative for all meetings and negotiations, architectural issues, change orders.



### *Operations*

The DC Department of Housing and Community Development owns the facility. PSCS, Inc. leases the building under a 49-year term, with a renewal option of an additional 49 years. Effectively, PSCS, Inc. has a 98-year lease. PSCS opted not to manage the building themselves, and contracted daily management to a private company, UniWest. Their management contract covers cleaning, security, utilities. PSCS, Inc. operates several community service programs in the building, in addition to maintaining its offices there.

The operating costs for the building this year are \$438,000. PSCS, Inc. operates the building as a non-profit enterprise, and its tenants are all non-profits. The standard commercial leases on the building are at \$12 per square foot. All building services are funded through lease revenue. About 18 months ago, PSCS froze rents because the cash flow from the leases was sufficient. Last year, PSCS wired the building and set up a LAN for the entire building.

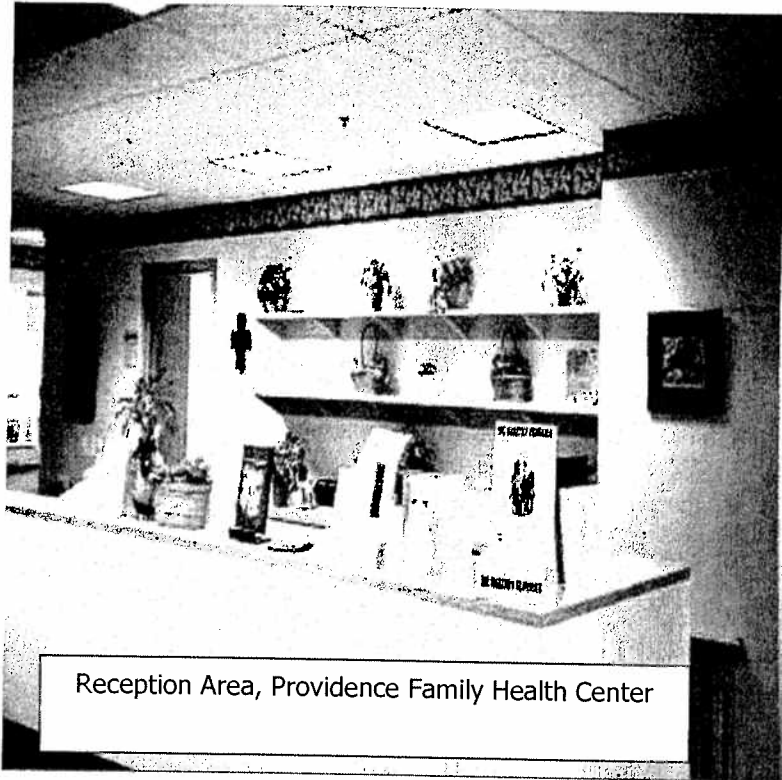
While this is not deliberate, the building and its tenant are very well organized. Providence operates on the basement level, providing health services, and the day care program, also on the basement level, focuses on infants and toddlers. On the basement level, services focus on infants and toddlers. As you progress to higher floors, the services are geared toward progressively older children through adults.

### *Tenant Mix*

Like ERCDC, the original developers of the project engaged the community to help determine what services were necessary in the neighborhood. Outside of community involvement on the board of partner organizations, students at Georgetown University conducted a small survey of about 106 residents. Most of the programs they sought for their community were ultimately housed at the Perry School.

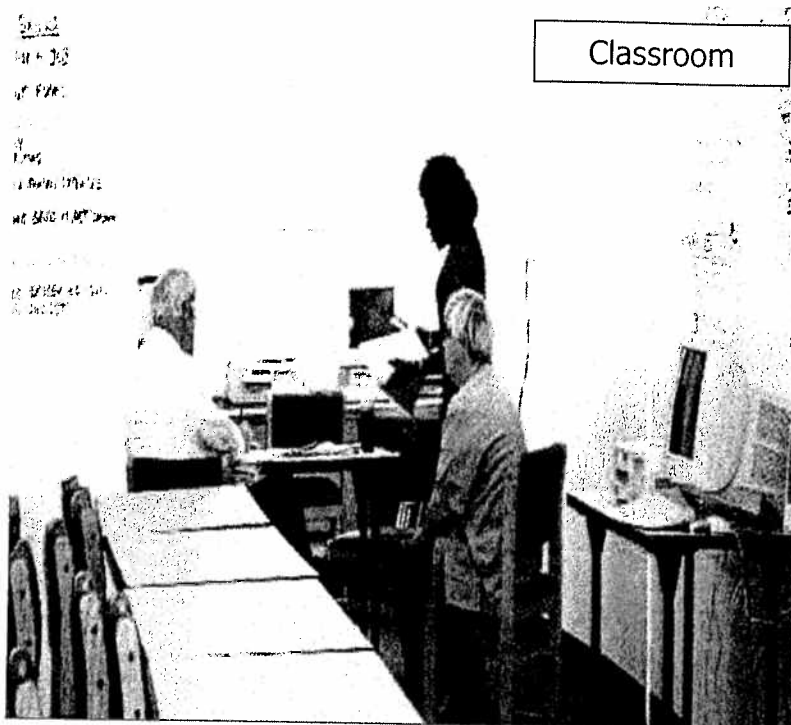
Overall, about 3,500 clients are seen at Perry School each month. Many of those clients are involved with more than one of the service providers in the building. Other tenants are:

- Providence/Perry Family Health Center: is managed and operated by Providence Hospital and offers full health care service, including prenatal, ob-gyn, pediatric, adolescent care, geriatric services, as well as mental health services to families and individuals.



Reception Area, Providence Family Health Center

- Bright Beginnings: free full day child development program geared toward homeless children aged 6 weeks to 5 years
- Center City Community Corporation: provides social services such as employment counseling, housing assistance, educational programs and crisis intervention to neighborhood residents
- College Bound: helps DC public high school students with educational enrichment programs as well as preparation for college, including SAT prep and college applications
- The Dance Institute of Washington: strives to build self esteem for youth through dance instruction and performances
- Georgetown University Center at Perry School: serves the community through public service programs for Georgetown University students. The programs include health care, public and volunteer services, and child development
- Jubilee Jobs: is a non-profit employment agency that offers job readiness training and placement assistance to DC residents
- Little Friends for Peace: provides conflict resolution and training on non-violence to young children



### *Summary*

The Perry School provides a local example of a viable conversion of a historic school building to a vital community resource. It is located on 128 M Street, near New York Avenue and North Capital Street. The community is predominantly low to moderate income, and shares other demographics similar to the Congress Heights community. The project was spearheaded by a community coalition, including the North Capital Neighborhood

Development Corporation,

the CDC that continues to serve that community. The current Executive Director of the Perry Community Services, Inc. is Paul McElligott, who was the founding Director and former Executive Director of NCND.

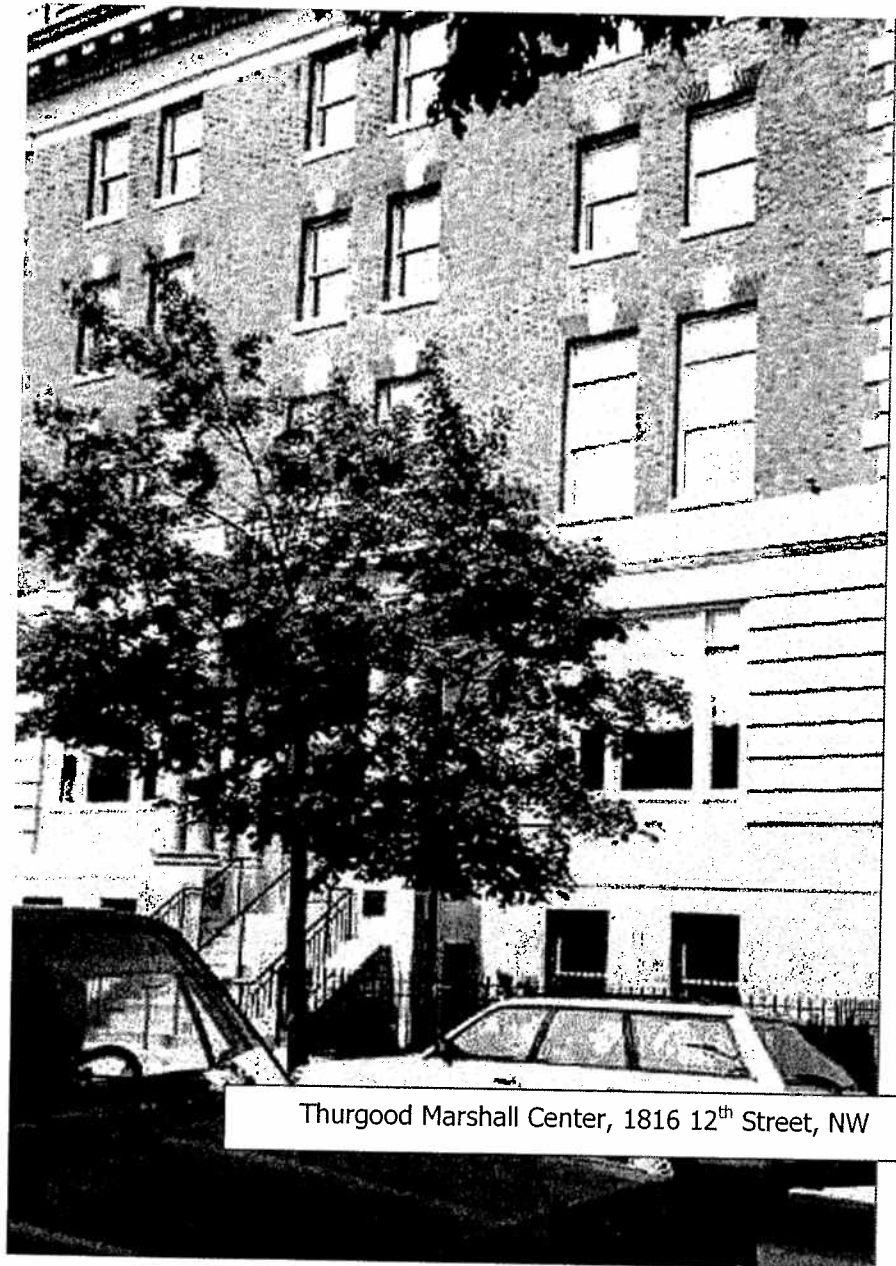


## *CASE STUDY: THURGOOD MARSHALL CENTER*

The Thurgood Marshall Center for Service and Heritage, located at 1816 12<sup>th</sup> Street, NW, is a recently restored community facility serving the U Street community. This project, though not a school conversion, provides insight into issues that might arise as ERCDC contemplates the re-use of the Congress Heights Elementary School.

### *History*

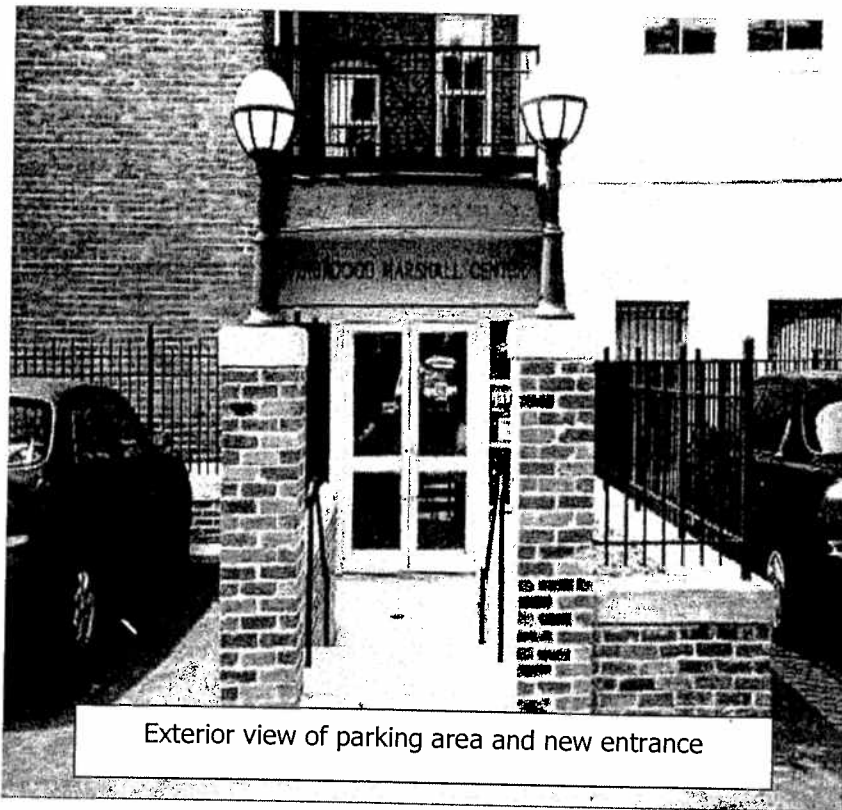
The building opened in 1912 as the 12<sup>th</sup> Street YMCA, principally to serve African American boys and men who did not have access to other Y facilities because of segregation. The architect was one of the first African American architects in the country, W. Sidney Pittman, son in law of Booker T. Washington. The building provided recreational and social uses, as well as lodging. The Y contained a library, state of the art gymnasium, a heated swimming pool, 54 private sleeping rooms and various other meeting rooms and offices. In the renovation, the swimming pool taken out and replaced with modern classroom and computer lab space. However, the building retains its historic character and one of the rooms, which was rented to Paul Lawrence Dunbar, has been retained with its typical furnishings. The gym, with a new floor, is still in use.



Thurgood Marshall Center, 1816 12<sup>th</sup> Street, NW

By the 1940s, the building served as a central meeting place for various social, civic and civil rights groups. Most of the major players in the civil rights movement in

Washington, including Thurgood Marshall and Charles Houston, were regular visitors to the building. In 1973, the building was renamed the Anthony Bowen Y, in honor of one of the prominent African American leaders of the community who established the "colored YMCA" in 1853, at a time when Y's and other programs and facilities were barred to African Americans.



Exterior view of parking area and new entrance

In 1982, the Board of Directors of the YMCA voted to build a new facility and abandoned the Bowen Y. In 1983 the Shaw Ad Hoc Coalition to Save the Anthony Bowen YMCA spearheaded a community effort to preserve and re-use the building. Those efforts resulted in the establishment of the Shaw Heritage Trust. In 1985, Shaw Heritage Trust, SHT, leased the building a developer, Jeffrey Cohen, who had earlier purchased the

building from the YMCA. SHT then joined with a large community based non-profit organization, For the Love of Children, or FLOC, to form the Anthony Bowen Landmark Building Trust.

Two significant things occurred in 1989. First, Shaw Heritage Trust conducted the necessary research and applied for designation as a national historic property. The Anthony Bowen Y building was granted National Historic Landmark status by the US Park Service in 1994. Also in 1989, Shaw Heritage Trust purchased the building from the developer and sold it to the Anthony Bowen Trust. In 1998, the Anthony Bowen Landmark Building Trust changed its name to the Thurgood Marshall Center Trust and began renovation of the building. In 1999, the White House Millennium Council and the National Trust for Historic Preservation named the building a National Treasure.

### *Organizational Structure*

The Thurgood Marshall Center Trust, Inc. is the owner and operator of the Thurgood Marshall Center. It has a Board of 14, half of who are appointed by the Shaw Heritage Trust, Inc, and half by FLOC. There is a full time staff of four, including the Executive Director and facility management staff. There are three part time people including an

accountant, security guard and day porter. Because the building is rented for evening and weekend events to various community groups, and the large number of programs FLOC operates in the evening hours, the part time porter and security person are required.

### *Building Structure*

The building contains 32,530 square feet, including the gym. It has a total of five floors, with the ground level partially below grade. The adjacent parking lot holds space for 28 cars.

### *Construction Funding*

The total construction costs for the renovation exceeded \$6.2 million. About \$4 million of that total was in the form of grants and other charitable contributions. Major donors included the Dc Department of Housing and Community Development, Freddie Mac Foundation, Fannie Mae Foundation, Eugene and Agnes Meyer Foundation, First Union National Bank and Local Initiative Support Corporation, or LISC. Construction financing was provided by BB&T Bank, in participation with the Metropolitan Life Insurance Company. Additional short term financing was provided by the National Trust for Historic Preservation and First Union National Bank.

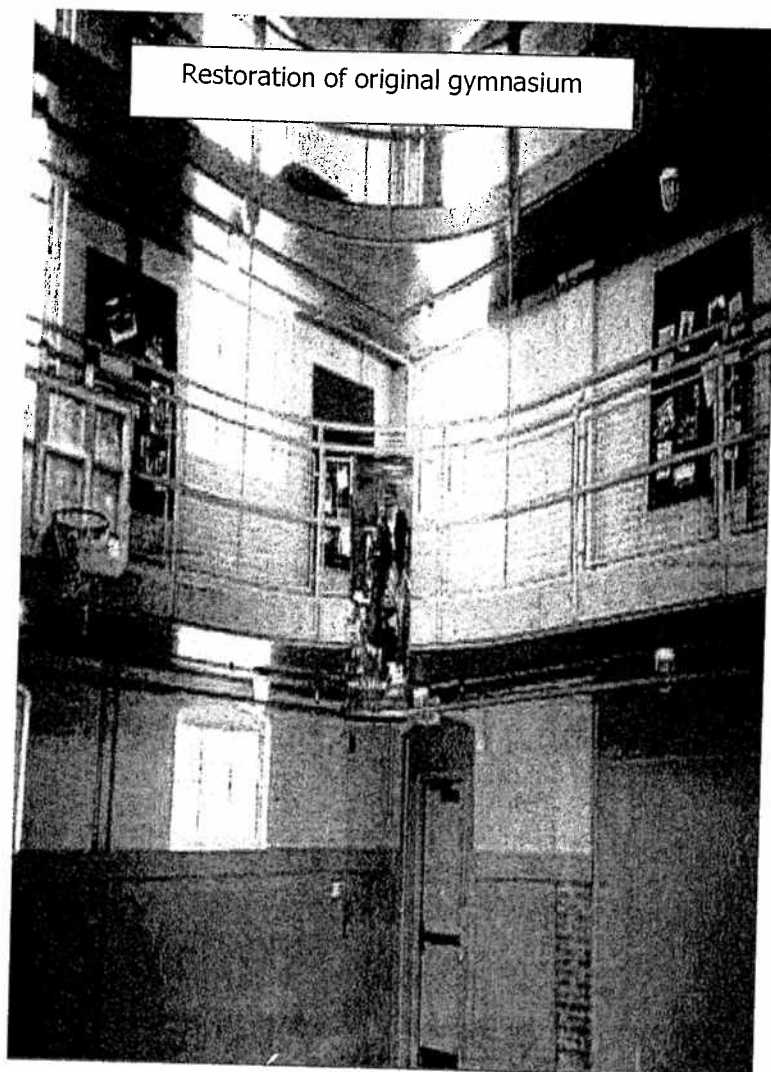


Interior View, Historic Preservation of original parlor

The renovation of the facility began in September 1999 and after an 18-month construction period, the building reopened in April 2000. The renovation preserved the most significant historic elements of the building, while installing modern amenities such as elevators and handicap access, all new building systems, and modular office and classroom space.

### *Operations*

The TMC is owned by the TMCT, Inc. TMCT directly manages the building and retains a full time Facility Manager and Facility Assistant. The operating budget is \$ 450,000 per year, the majority of which is generated by building rents. The balance is raised through several small service grants.



Restoration of original gymnasium

### *Tenant Mix*

The Thurgood Marshall Center maintains its administrative offices in the building. The building also houses the following organizations:

- Shaw Heritage Trust: administrative offices and the Shaw Museum, as well as a reference library and heritage programs.
- Columbia Heights/Shaw Family Support Collaborative: is a network of residents, service agencies and organizations working to support foster children and families. Its activities include leadership development and intensive casework for families.
- National Organization of Concerned Black men, Inc.: focuses on providing support, both character development and health, for young African American males. It operates programs in 15 cities around the US and Africa.

- Concerned Black Men, Washington, DC Chapter: offers educational and enrichment programs for young men to promote academic growth, healthy lifestyles, good self-esteem and responsible behavior.
- Washington DC Experience Corps: matches older adults with children to provide tutoring, mentoring and classroom assistance.
- For the Love of Children, FLOC: is the major tenant, occupying the ground, third and fourth floors. Their programs focus on educational and recreational support for children and families. It also offers computer training, tutoring and reading programs, foster child placement and counseling, and transitional housing for homeless and low-income families.

# *SECTION 8: APPENDICES*

- *Market and Demographic Data*
- *Planning Team Biographies*

**Table 1: Population and Household Trends, 1990 - 2001**

			<b>Average Annual Change</b>
<b>Congress Heights<sup>1</sup></b>	<b>1990</b>	<b>2001</b>	<b>'90-'01</b>
Population	9,769	7,970	-1.8%
Households	3,767	3,232	-1.4%
Average Household Size	2.57	2.44	-0.5%
<b>Household Type</b>			
Families	61.7%	61.1%	-0.1%
Non-Families	38.3%	38.9%	0.1%
<b>Tenure</b>			
Owner	26.3%		
Renter	73.7%		
<b>Ward 8<sup>2</sup></b>			
Population	85,256	72,924	-1.4%
Households	28,750	26,425	-0.8%
Average Household Size	2.79	2.63	-0.5%
<b>Household Type</b>			
Families	69.3%	67.5%	-0.2%
Non-Families	30.7%	32.5%	0.5%
<b>Tenure</b>			
Owner	18.6%		
Renter	81.4%		
<b>District of Columbia<sup>3</sup></b>			
Population	606,900	572,223	-0.5%
Households	249,634	251,966	0.1%
Average Household Size	2.26	2.12	-0.6%
<b>Household Type</b>			
Families	48.9%	47.4%	-0.3%
Non-Families	51.1%	52.6%	0.3%
<b>Tenure</b>			
Owner	38.9%		
Renter	61.1%		

**Notes:**

<sup>1</sup> Congress Heights is comprised of Census Tracts 73.02, 98.04, and 98.03

<sup>2</sup> Ward 8 is comprised of the Congress Heights Census Tracts plus these additional tracts: 73.01, 73.04, 73.08, 74.01, 74.03, 74.04, 74.06, 74.07, 74.08, 74.09, 75.02, 75.03, 75.04, 76.01, 76.05, 97.00, 98.01, 98.20, 98.06, 98.07, 98.08, 98.09. (From the DC Office of Planning)

<sup>3</sup> District of Columbia refers to the area within the boundaries of the District, not the MSA.

**Table 2: Age Distribution 2001**

Age	Congress Heights <sup>1</sup>		Ward 8 <sup>2</sup>		District of Columbia <sup>3</sup>	
	Households	Pct. of Total	Households	Pct. of Total	Households	Pct. of Total
Under 20	2,585	32.4%	26,288	36.0%	136,429	23.8%
20-29	1,085	13.6%	10,560	14.5%	78,623	13.7%
30-39	1,260	15.8%	11,246	15.4%	95,266	16.6%
40-54	1,796	22.5%	14,380	19.7%	133,566	23.3%
55-64	691	8.7%	5,208	7.1%	55,522	9.7%
65 and over	553	6.9%	5,242	7.2%	72,817	12.7%
	1	0.0%	1	0.0%	1	0.0%
65-74	365	4.6%	3,169	4.3%	40,376	7.1%
75-84	152	1.9%	1,561	2.1%	23,767	4.2%
85 and over	36	0.5%	512	0.7%	8,674	1.5%
<b>Total</b>	<b>7,970</b>	<b>100.0%</b>	<b>72,924</b>	<b>100.0%</b>	<b>572,223</b>	<b>100.0%</b>
<b>Median Age</b>	<b>32.5</b>		<b>29.6</b>		<b>37.5</b>	

**Notes:**

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Sources: 2000 U.S. Census; Claritas, Inc., 2002; The Jair Lynch Companies, 2002.

**Table 3: 2001 Household Income Distribution**

Income Range	Congress Heights <sup>1</sup>		Ward 8 <sup>2</sup>		District of Columbia <sup>3</sup>	
	Households	Pct. of Total	Households	Pct. of Total	Households	Pct. of Total
Less than \$10,000	473	14.6%	4,476	16.9%	25,553	10.1%
\$10,000 - \$19,999	438	13.6%	3,660	13.9%	26,785	10.6%
\$20,000 - \$24,999	229	7.1%	1,736	6.6%	11,671	4.6%
\$25,000 - \$29,999	226	7.0%	1,989	7.5%	14,003	5.6%
\$30,000 - \$34,999	316	9.8%	2,066	7.8%	15,734	6.2%
\$35,000 - \$49,999	572	17.7%	4,620	17.5%	38,841	15.4%
\$50,000 - \$74,999	496	15.3%	4,410	16.7%	44,456	17.6%
\$75,000 - \$99,999	305	9.4%	2,084	7.9%	27,005	10.7%
\$100,000 - \$149,999	159	4.9%	1,101	4.2%	24,686	9.8%
\$150,000 or more	18	0.6%	283	1.1%	23,232	9.2%
<b>Total Households</b>	3,232	100.0%	26,425	100.0%	251,966	100.0%
<b>Median Income</b>	\$33,796		\$33,181		\$46,968	

Notes:

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Sources: 2000 U.S. Census; Claritas, Inc., 2002; The Jair Lynch Companies, 2002.



**Table 5: 1990 Occupation of Employed Residents**

Residents' Occupation	Congress Heights <sup>1</sup>		Ward 8 <sup>2</sup>		District of Columbia <sup>3</sup>	
	Number	Pct. of Total	Number	Pct. of Total	Number	Pct. of Total
Managerial/ Professional	706	15.6%	5,387	17.2%	118,853	39.1%
Technical/ Sales/ Admn. Support	1,687	37.4%	11,736	37.5%	97,236	32.0%
Service Occupation	1,144	25.4%	7,607	24.3%	50,518	16.6%
Farming/ Forestry/ Fishing	6	0.1%	113	0.4%	1,282	0.4%
Precision/ Craft/ Repair	375	8.3%	2,169	6.9%	13,698	4.5%
Operator/ Fabricators/ Laborers	594	13.2%	4,286	13.7%	22,407	7.4%
<i>Machine Oper./ Assem./ Inspect</i>	147	3.3%	1,015	3.2%	5,151	1.7%
<i>Trans. &amp; Material Moving</i>	318	7.0%	1,957	6.3%	10,060	3.3%
<i>Handlers/ Helpers/ Laborers</i>	129	2.9%	1,314	4.2%	7,196	2.4%
<b>Total</b>	<b>4,512</b>	<b>100.0%</b>	<b>31,298</b>	<b>100.0%</b>	<b>303,994</b>	<b>100.0%</b>

Notes:

<sup>1</sup> Congress Heights is comprised of Census Tracts 73.02, 98.04, and 98.03

<sup>2</sup> Ward 8 is comprised of the Congress Heights Census Tracts plus these additional tracts: 73.01, 73.04, 73.08, 74.01, 74.03, 74.04, 74.06, 74.07, 74.08, 74.09, 75.02, 75.03, 75.04, 76.01, 76.05, 97.00, 98.01, 98.20, 98.06, 98.07, 98.08, 98.09. (From the DC Office of Planning)

<sup>3</sup> District of Columbia refers to the area within the boundaries of the District, not the MSA.

Sources: 2000 U.S. Census; Claritas, Inc., 2002; The Jair Lynch Companies, 2002.

**Table 6: 1990 Housing Units By Year Built**

Year Built	Congress Heights <sup>1</sup>		Ward 8 <sup>2</sup>		District of Columbia <sup>3</sup>	
	Number	Pct. of Total	Number	Pct. of Total	Number	Pct. of Total
1989 to March 1990	8	0.2%	255	0.7%	1,649	0.6%
1985 to 1988	148	3.5%	1,031	3.0%	4,731	1.7%
1980 to 1984	125	3.0%	1,469	4.3%	9,048	3.2%
1960 to 1969	1,082	25.7%	10,541	30.7%	41,412	14.9%
1970 to 1979	592	14.0%	4,442	12.9%	23,279	8.4%
1950 to 1959	867	20.6%	6,550	19.1%	43,176	15.5%
1940 to 1949	798	18.9%	6,374	18.6%	50,328	18.1%
1939 or Earlier	598	14.2%	3,641	10.6%	104,866	37.7%
<b>Total</b>	<b>4,218</b>	<b>100.0%</b>	<b>34,303</b>	<b>100.0%</b>	<b>278,489</b>	<b>100.0%</b>

Notes:

<sup>1</sup>Congress Heights is comprised of Census Tracts 73.02, 98.04, and 98.03

<sup>2</sup> Ward 8 is comprised of the Congress Heights Census Tracts plus these additional tracts: 73.01, 73.04, 73.08, 74.01, 74.03, 74.04, 74.06, 74.07, 74.08, 74.09, 75.02, 75.03, 75.04, 76.01, 76.05, 97.00, 98.01, 98.20, 98.06, 98.07, 98.08, 98.09. (From the DC Office of Planning)

<sup>3</sup> District of Columbia refers to the area within the boundaries of the District, not the MSA.

Sources: 2000 U.S. Census; Claritas, Inc., 2002; The Jair Lynch Companies, 2002.

**Table 7: 1990 Housing Units: Tenure and Vacancy**

Tenure	Congress Heights <sup>1</sup>		Ward 8 <sup>2</sup>		District of Columbia <sup>3</sup>	
	Number	Pct. of Total	Number	Pct. of Total	Number	Pct. of Total
Owner-Occupied Housing Units	964	22.9%	5,320	15.5%	97,085	34.9%
Renter-Occupied Housing Units	2,697	63.9%	23,324	68.0%	152,549	54.8%
Vacant Housing Units	557	13.2%	5,659	16.5%	28,855	10.4%
<b>Total</b>	<b>4,218</b>	<b>100.0%</b>	<b>34,303</b>	<b>100.0%</b>	<b>278,489</b>	<b>100.0%</b>

Notes:

<sup>1</sup> Congress Heights is comprised of Census Tracts 73.02, 98.04, and 98.03

<sup>2</sup> Ward 8 is comprised of the Congress Heights Census Tracts plus these additional tracts: 73.01, 73.04, 73.08, 74.01, 74.03, 74.04, 74.06, 74.07, 74.08, 74.09, 75.02, 75.03, 75.04, 76.01, 76.05, 97.00, 98.01, 98.20, 98.06, 98.07, 98.08, 98.09. (From the DC Office of Planning)

<sup>3</sup> District of Columbia refers to the area within the boundaries of the District, not the MSA.

Sources: 2000 U.S. Census; Claritas, Inc., 2002; The Jarr Lynch Companies, 2002.

**Table 8: 1990 Housing Units by Number of Units in Structure**

Number of Units in Structure	Congress Heights <sup>1</sup>		Ward 8 <sup>2</sup>		District of Columbia <sup>3</sup>	
	Number	Pct. of Total	Number	Pct. of Total	Number	Pct. of Total
Single Detached Unit	500	11.9%	2,243	6.5%	34,428	12.4%
Single Attached Unit	612	14.5%	7,669	22.4%	71,471	25.7%
Structures with 2 Units	101	2.4%	675	2.0%	8,697	3.1%
Structures with 3 to 4 Units	857	20.3%	3,827	11.2%	21,635	7.8%
Structures with 5 to 9 Units	683	16.2%	5,377	15.7%	20,603	7.4%
Structures with 10 to 19 Units	1,378	32.7%	11,464	33.4%	37,207	13.4%
Structures with 20 to 49 Units	81	1.9%	804	2.3%	20,298	7.3%
Structures with 50+ Units	0	0.0%	2,046	6.0%	61,533	22.1%
Mobile Homes/ Trailers or Other	6	0.1%	198	0.6%	2,617	0.9%
<b>Total</b>	<b>4,218</b>	<b>100.0%</b>	<b>34,303</b>	<b>100.0%</b>	<b>278,489</b>	<b>100.0%</b>

Notes:

<sup>1</sup> Congress Heights is comprised of Census Tracts 73.02, 98.04, and 98.03

<sup>2</sup> Ward 8 is comprised of the Congress Heights Census Tracts plus these additional tracts: 73.01, 73.04, 73.08, 74.01, 74.03, 74.04, 74.06, 74.07, 74.08, 74.09, 75.02, 75.03, 75.04, 76.01, 76.05, 97.00, 98.01, 98.20, 98.06, 98.07, 98.08, 98.09. (From the DC Office of Planning)

<sup>3</sup> District of Columbia refers to the area within the boundaries of the District, not the MSA.

Sources: 2000 U.S. Census; Claritas, Inc., 2002; The Jarr Lynch Companies, 2002.

**Table 9: 2001 Income of Households with a Senior (65+) Householder**

Income	Congress Heights <sup>1</sup>		Ward 8 <sup>2</sup>		District of Columbia <sup>3</sup>	
	Number	Pct. of Total	Number	Pct. of Total	Number	Pct. of Total
Under \$15,000	136	37.4%	1,245	41.6%	13,789	27.4%
\$15,000 to \$24,999	42	11.5%	385	12.9%	6,013	12.0%
\$25,000 to \$34,999	70	19.2%	361	12.1%	5,860	11.7%
\$35,000 to \$49,999	61	16.8%	351	11.7%	6,534	13.0%
\$50,000 to \$74,999	21	5.8%	380	12.7%	6,864	13.7%
\$75,000 to \$99,999	24	6.6%	167	5.6%	4,009	8.0%
\$100,000 and Over	10	2.7%	104	3.5%	7,180	14.3%
<b>Total</b>	<b>364</b>	<b>100.0%</b>	<b>2,993</b>	<b>100.0%</b>	<b>50,249</b>	<b>100.0%</b>

Notes:

<sup>1</sup> Congress Heights is comprised of Census Tracts 73.02, 98.04, and 98.03

<sup>2</sup> Ward 8 is comprised of the Congress Heights Census Tracts plus these additional tracts: 73.01, 73.04, 73.08, 74.01, 74.03, 74.04, 74.06, 74.07, 74.08, 74.09, 75.02, 75.03, 75.04, 76.01, 76.05, 97.00, 98.01, 98.20, 98.06, 98.07, 98.08, 98.09. (From the DC Office of Planning)

<sup>3</sup> District of Columbia refers to the area within the boundaries of the District, not the MSA.

Sources: 2000 U.S. Census; Claritas, Inc., 2002; The Jair Lynch Companies, 2002.

**Table 10: 1990 Senior (65+) Household Type**

Household Type	Congress Heights <sup>1</sup>		Ward 8 <sup>2</sup>		District of Columbia <sup>3</sup>	
	Number	Pct. of Total	Number	Pct. of Total	Number	Pct. of Total
Living Alone	136	24.1%	1,448	26.8%	28,170	36.3%
In Families	417	73.8%	2,569	47.6%	40,174	51.7%
In Non-Families	12	2.1%	108	2.0%	3,232	4.2%
In Group Quarters	0	0.0%	1,277	23.6%	6,096	7.8%
<b>Total</b>	<b>565</b>	<b>100.0%</b>	<b>5,402</b>	<b>100.0%</b>	<b>77,672</b>	<b>100.0%</b>

Notes:

<sup>1</sup> Congress Heights is comprised of Census Tracts 73.02, 98.04, and 98.03

<sup>2</sup> Ward 8 is comprised of the Congress Heights Census Tracts plus these additional tracts: 73.01, 73.04, 73.08, 74.01, 74.03, 74.04, 74.06, 74.07, 74.08, 74.09, 75.02, 75.03, 75.04, 76.01, 76.05, 97.00, 98.01, 98.20, 98.06, 98.07, 98.08, 98.09. (From the DC Office of Planning)

<sup>3</sup> District of Columbia refers to the area within the boundaries of the District, not the MSA.

Sources: 2000 U.S. Census; Claritas, Inc., 2002; The Jair Lynch Companies, 2002.

**Table 11: 2001 Expenditures by Selected Product Categories**

Selected Product Category	Congress Heights <sup>1</sup>		Ward 8 <sup>2</sup>		District of Columbia <sup>3</sup>	
	Amount (\$000s)	US Index	Amount (\$000s)	US Index	Amount (\$000s)	US Index
Food at Home	\$11,936	81	\$101,771	84	\$984,519	86
Food Away from Home	\$9,174	69	\$75,385	69	\$1,068,051	103
Alcoholic Beverages at Home	\$1,672	71	\$13,446	70	\$205,565	113
Alcoholic Beverages Away from Home	\$1,699	74	\$13,842	74	\$220,995	123
Personal Care Products	\$1,539	92	\$12,461	91	\$137,744	106
Personal Care Services	\$940	99	\$7,746	100	\$97,282	132
Nonprescription Drugs	\$469	85	\$3,859	85	\$39,708	92
Women's Apparel	\$2,737	67	\$23,023	69	\$370,163	116
Men's Apparel	\$1,499	63	\$12,370	63	\$212,932	114
Girls' Apparel	\$630	70	\$6,060	82	\$75,658	107
Boys' Apparel	\$513	73	\$4,874	85	\$58,387	107
Infants' Apparel	\$302	73	\$2,880	85	\$32,980	102
Footwear (Excl. Infants)	\$1,026	72	\$8,869	76	\$123,970	112
Housekeeping Supplies	\$774	82	\$6,515	84	\$68,011	92
Lawn/Garden Supplies (Incl. Plants)	\$477	95	\$3,668	90	\$49,192	126
Domestic Services	\$373	72	\$2,949	70	\$57,987	144
Household Textiles	\$1,014	57	\$8,214	56	\$162,173	116
Furniture	\$1,217	56	\$10,279	57	\$201,514	118
Floor Coverings	\$624	56	\$5,073	55	\$99,869	114
Major Appliances	\$1,186	59	\$9,507	58	\$175,207	112
Small Appliances & Houseware	\$1,307	48	\$9,850	44	\$232,349	109
TV, Radio & Sound Equipment	\$3,462	68	\$28,691	69	\$471,952	119
Transportation	\$8,497	48	\$69,963	49	\$1,317,125	96

**Notes:**

<sup>1</sup> Congress Heights is comprised of Census Tracts 73.02, 98.04, and 98.03

<sup>2</sup> Ward 8 is comprised of the Congress Heights Census Tracts plus these additional tracts: 73.01, 73.04, 73.08, 74.01, 74.03, 74.04, 74.06, 74.07, 74.08, 74.09, 75.02, 75.03, 75.04, 76.01, 76.05, 97.00, 98.01, 98.20, 98.06, 98.07, 98.08, 98.09. (From the DC Office of Planning)

<sup>3</sup> District of Columbia refers to the area within the boundaries of the District, not the MSA.

Sources: 2000 U.S. Census; Claritas, Inc., 2002; The Jarr Lynch Companies, 2002.

**Table 12: 2001 Expenditures by Selected Store Type**

Selected Store Type	Congress Heights <sup>1</sup>		Ward 8 <sup>2</sup>		District of Columbia <sup>3</sup>	
	Amount (\$000s)	US Index	Amount (\$000s)	US Index	Amount (\$000s)	US Index
Building Materials & Garden Equipment	\$1,264	53	\$9,760	50	\$198,241	107
Hardware Stores	\$91	52	\$713	50	\$14,838	109
Lawn/Garden Equipment/Supply Store	\$469	59	\$3,644	56	\$65,202	105
Home Centers	\$288	52	\$2,227	49	\$46,844	108
Gasoline Stations w/Convenience Store	\$3,150	70	\$25,486	69	\$274,741	79
Gasoline Stations w/o Convenience Store	\$1,389	65	\$10,970	63	\$128,267	77
Grocery Stores	\$13,326	80	\$112,273	83	\$1,171,471	91
Health & Personal Care Stores	\$3,122	84	\$25,413	84	\$329,604	114
Eating Places	\$6,830	73	\$55,994	73	\$749,023	103
Drinking Places	\$611	73	\$4,975	73	\$78,756	121
Department Stores (Excl. Leased)	\$6,287	65	\$53,166	67	\$837,703	111
Clothing & Clothing Accessory Stores	\$3,344	67	\$27,745	68	\$450,003	115
Shoe Stores	\$571	72	\$4,968	77	\$68,797	112
Furniture	\$1,113	56	\$9,301	57	\$180,819	117
Other Home Furnishing Stores	\$765	53	\$6,079	51	\$129,642	114
Household Appliance Stores	\$348	58	\$2,844	58	\$53,794	114
Radio/TV/Other Electronics Stores	\$827	60	\$6,856	61	\$125,627	117
Computer & Software Stores	\$342	66	\$2,844	67	\$49,791	124
Electronic Shopping & Mail Order	\$1,632	63	\$13,440	64	\$226,976	113

**Notes:**

<sup>1</sup> Congress Heights is comprised of Census Tracts 73.02, 98.04, and 98.03

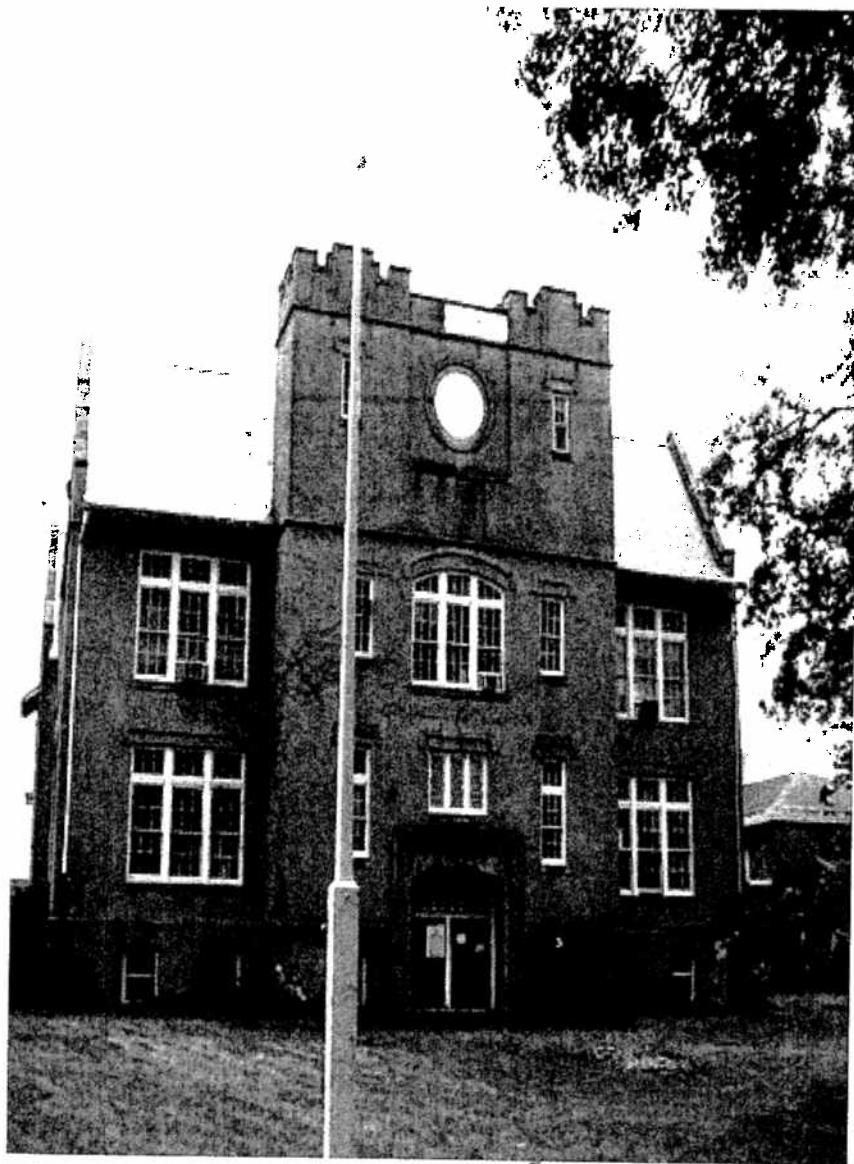
<sup>2</sup> Ward 8 is comprised of the Congress Heights Census Tracts plus these additional tracts: 73.01, 73.02, 73.04, 73.08, 74.01, 74.03, 74.04, 74.06, 74.07, 74.08, 74.09, 75.02, 75.03, 75.04, 76.01, 76.05, 97.00, 98.01, 98.20, 98.03, 98.04, 98.06, 98.07, 98.08, 98.09. (From the DC office of Planning)

<sup>3</sup> District of Columbia refers to the area within the boundaries of the District, not the MSA.

Sources: 2000 U.S. Census; Claritas, Inc., 2002; The Jarr Lynch Companies, 2002.

*Members: Congress Heights School Planning Task Force*

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Gwen Addison  
David Anthony  
Lt. Victor Braschnenitz  
Althea Campbell  
Mary Cuthbert  
Winifred Freeman  
Nate Howard  
Robert James  
Absalom Jordan  
R. Calvin Lockridge  
William Lockridge  
Virginia Major  
Jacque Peterson  
Cardell Shelton  
Gordon White  
Tyrone White  
Melvin Whitson

## *TEAM BIOGRAPHIES*

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A multi-disciplinary team of community leaders and development professionals collaborated on the planning and implementation of this community planning effort to help determine the most appropriate adaptive re-use of the Congress Heights Elementary School.

### *Old Congress Heights School Planning Committee*

A core group of Ward 8 residents who have had a long time interest in re-opening the Congress Heights Elementary School for community use, have been meeting monthly. This group, the Old Congress Heights School Planning Committee helped to plan and organize this day and half planning session. The goals of the Committee are to:

- Help cultivate leadership and skills in the area of community development among key residents and local stakeholders,
- Cultivate leadership development and provide an educational opportunity for residents on governance and planning processes,
- Collect current market and demographic data on the community which may be useful in marketing the neighborhood to prospective businesses,
- Attract additional resources to the community, and to
- Develop a viable plan for the adaptive re-use of a unique and valuable community facility in the heart of the neighborhood.

The group members, mostly Congress Heights residents and/or leaders, are: Nate Howard, President Congress Heights Community Association, Mary Cuthbert, Chair ANC 8C, Winifred Freeman, Absalom Jordan, Gordon White, Tyrone White, Mary Campbell and Virginia Major.

### *East of the River Community Development Corporation*

East of the River Community Development Corporation, ERCDC, was founded in November 1988 as a community based organization focusing on the economic and social conditions of Ward 8. ERCDC is an agent of change focused on the revitalization and transformation of Ward 8. Its mission is to build and renovate affordable housing; serve as a catalyst for community stabilization for economic development; and to leverage private investment by providing education and training to support economic development and increased home ownership.

### *American University, Washington College of Law*

The Community and Economic Development Law Clinic (CEDLC) provides transactional legal services for client groups engaged in different kinds of neighborhood-based community development. CEDLC is a pro bono legal services clinic staffed by law students and attorney faculty, and located within the Washington College of Law of American University. CEDLC represents and helps to organize small non-profits and businesses, tenants' associations in the public and private housing sectors, and microentrepreneurs, all of whom share the goal of developing different kinds of resources for greatly underserved urban communities. Previous clients have included tenants'



organizations seeking to buy their buildings, small businesses, day care and child development centers, non-profit owners of transitional shelter and supportive housing, and a variety of non-profit organizations. CEDLC provides organizations with advice and assistance in choosing and setting up a form of entity, in negotiating and drafting contracts and other agreements, in securing federal and local tax exemptions, and in meeting regulatory requirements such as licensing and zoning. All client work takes place in the context of extensive contact with other organizations that advocate for resources for city residents.

**Susan Bennett** is a professor at the Washington College of Law of American University, where she has taught since 1984. She served as director of its Public Interest Law Clinic from 1984 to 1998. In 1998, she established the Community and Economic Development Law Clinic, the law school's first clinic to specialize in transactional representation. The clinic represents neighborhood-based nonprofit organizations and small businesses in their projects to bring housing, job development, and social services to under-served communities. Professor Bennett is past chair and executive committee member of the Section on Poverty Law of the Association of American Law Schools, and is past co-chair and secretary of the National Law Center on Homelessness and Poverty. She recently completed a two-year term as co-chair of the Legal Educators' Division of the American Bar Association's Forum on Affordable Housing and Community Development. She has written on welfare administration in the United States' public assistance system; on homelessness and public housing; and on the lawyer's role in providing legal services to community-based organizations. Before joining the faculty of the Washington College of Law, Professor Bennett practiced as a staff attorney with the Maryland Legal Aid Bureau, where she specialized in housing and consumer law. She holds a B.A. and M.A. from Yale University, and received her J.D. from Columbia.

### *Cassidy & Pinkard*

Cassidy & Pinkard is the largest locally owned and operated full service commercial real estate company in the Washington metropolitan area. Established in Washington, DC in 1981, Cassidy & Pinkard serves the Mid-Atlantic Region from headquarters in Washington, DC and locations in Rockville, Maryland and Tysons Corner, Virginia.

A recognized leader in providing the full spectrum of brokerage, corporate, financial and property services, Cassidy & Pinkard is consistently recognized by the media and the real estate industry. Recently, CoStar Advisor mid-year rankings for 2001, placed Cassidy & Pinkard #1 in the Top 20 Office Investment Sales Brokers locally; the firm ranks within the Top 25 Property Management firms in The Washington Business Journal Book of Lists; The Northern Virginia Chapter of National Association of Industrial and Office Properties, (NAIOP) named Cassidy & Pinkard "Firm of the Year" in 2001; and, in 2001, The Greater Washington Commercial Association of Realtors named Cassidy & Pinkard Top Investment Sales Firm, and William Collins and Paul Collins were ranked #1 and #2 respectively in Investment Sales volume in the area.

In 2001 Cassidy & Pinkard arranged approximately \$814 million in sales and financing transactions and leased over 2 million square feet of commercial space. The firm

currently has over 4 million square feet of commercial space under management. Services include investment property sales, financing, equity and debt structuring, landlord representation, corporate advisory services, tenant advisory services, property management construction, and market research.

**Robert M. Pinkard** is CEO of Cassidy & Pinkard, the largest locally owned and operated full service real estate brokerage and service company in the Washington metropolitan area. He is responsible for the strategic direction of the company as well as executing the company's overall business plan. He was instrumental in involving Cassidy & Pinkard as a founding member of iCap Realty Advisors<sup>SM</sup> a new and unique national real estate finance and investment company. In 1999, Bob was a finalist in the Ernst & Young "Entrepreneur of the Year" Award Program. Prior to assuming his role as CEO, he was responsible for the firm's Investment Sales Department. His experience in investment sales, joint ventures and other structured transactions in the Washington metropolitan area spans more than 20 years. He continues to work with clients on strategic planning, consulting and transaction assignments.

Bob is Co-Chairman of the Greater Washington Board of Trade's Transportation and Environment Committee, a member of the Executive Committee and a member of the Board of the Smart Growth Alliance. He also serves as Chairman of the Board of Directors of the Maryland/DC Chapter of The Nature Conservancy; a Member of the Board of Directors of the Chesapeake Bay Foundation; a Member of the Board of Directors of the France/Merrick Foundation; and a Director of The University of Maryland Foundation, Inc.

**Michael T. Butler** joined Cassidy & Pinkard in September of 1999 with responsibility for the activities of Nanjemoy Investments, LLC, a subsidiary of Cassidy & Pinkard. Cassidy & Pinkard formed Nanjemoy Investments, LLC as an initiative to identify and acquire value-add real estate opportunities structured as special purpose joint ventures with strategic clients of the firm. Mike serves as Nanjemoy's Chief Financial Officer. Cassidy & Pinkard co invests in each transaction with Nanjemoy coordinating the overall investment activities, and performs the asset management function.

From September 1992 through September of 1999 Mike was Chief Financial Officer of Bailey Capital Corporation, a closely held entrepreneurial real estate organization that specialized in structured financed transactions. During that period Bailey served as the financial advisor, asset manager and investor in transactions totaling over \$320 million. Selected joint venture partners included General Electric Capital Corporation, Goldman Sachs & Co. and the Apollo Real Estate Fund. Prior to entering the private investment community Mike practiced as a CPA with Arthur Andersen & Co.

**Cathy Fawell** joined Cassidy & Pinkard in May 1998, when she was appointed to the newly created position of Director of Corporate Communications. She brings over 20 years experience in corporate communications and business-to-business marketing. Her current responsibilities include Public Relations, Client Relations, Corporate Advertising and Marketing, Project Advertising and Internal Communications. She has

been instrumental in establishing the current level of Cassidy & Pinkard's corporate brand recognition in the Washington metropolitan area. Cathy is responsible for managing the firm's commitment to raise funds to support The Brain Tumor Society, which successfully in raised \$750,000 in the three years Cassidy & Pinkard has been title sponsor of the Brain Tumor Society 5K.

Prior to joining Cassidy & Pinkard, Cathy was an independent contractor providing marketing and communications services to a variety of business areas including real estate, finance and telecommunications. She is an active member of the Greater Washington Board of Trade.

### *Infiniti Construction*

Infiniti offers a full range of construction services including design-build development, new construction, tenant-finish construction, and renovation. Infiniti regularly provides construction services to clients of its partner, Cassidy & Pinkard, the largest locally owned full service commercial real estate services company in the Washington metropolitan area. We view each construction assignment from our clients' perspective and manage the entire process to ensure that every dollar is well spent. Throughout the permitting and approval process, we interact with governmental authorities, architects, engineers, and our clients to expedite each critical phase. From feasibility studies, value engineering, and budget development to project completion and occupancy follow-up, we act as our client's advocate to control costs, produce a superior product, and provide a timely delivery.

The client base for Infiniti construction services includes private owners, financial institutions, national associations, government agencies, and office, retail and industrial tenants. We offer a full range of quality construction services including design-build development, new construction, tenant-finish construction and, renovation.

**Greg Martinez** is President of Infiniti Construction a 50% owned affiliated company of Cassidy & Pinkard headquartered in Cassidy & Pinkard's Tysons Corner Virginia office. He is responsible for the overall management of Infiniti with emphasis on financial, marketing, estimating and pre-construction services. Among projects he has managed are five kidney dialysis facilities for Total Renal Care, and facilities for several nationally recognized restaurants including Hamburger Hamlet and McCormick & Schmick's. In addition to base building renovations, other projects include tenant fit out for numerous corporations, law firms, associations and retail spaces.

Prior to forming Infiniti Construction he was Vice President of Monarc, Inc. and was responsible for overseeing management of their Construction Operations Division which included estimating, negotiating, and contracting of new work.

Greg spent five years with Omni Construction where he advanced from Project Manger to Senior Project Manager in Omni's Tenant Construction division. His responsibilities included marketing, estimating and management of numerous multi-million dollar interior construction projects. He graduated with from Virginia Polytech Institute and

State University, College of Architecture with a Bachelor of Science in Building Construction.

### *The Jair Lynch Companies (JLC)*

The Jair Lynch Companies provides integrated real estate development solutions, including planning, development and construction. Working with public, private, and non-profit clients, JLC helps to establish clear objectives, identify risks and devise strategies to manage those risks to achieve clients' goals. JLC is currently the lead partner in a joint venture managing capital projects for the DC Department of Parks and Recreation throughout the city, is serving as the District's representative in overseeing construction of the International Spy Museum downtown, and contributed to the development of a master plan for the development of the Southwest Waterfront portion of the Anacostia Waterfront Initiative. JLC has been involved in several projects in Wards 7 and 8, including work managing development of the Southeast Tennis and Learning Center and the Town Hall Education Arts & Recreation Campus, and working on economic development planning related to the Eastgate Gardens master plan and the Wheeler Creek Estates CDC strategic plan. JLC has also worked closely with the District and the community on a strategy for the revitalization of surplus buildings for use by the Thurgood Marshall Academy Public Charter High School. The Jair Lynch Companies is a Washington, DC-based minority-owned business.

**Jair Lynch** has over eight years experience in real estate development and construction with significant recent work involving office, recreation and residential development in the District of Columbia. Since returning to his native Washington, DC in 1997, he founded The Jair Lynch Companies. The historic preservation of the Thurgood Marshall Center - formerly the first African-American YMCA - and construction of the Southeast Tennis & Learning Center are two of the best examples of the \$230 million of construction managed by Mr. Lynch in Washington, DC. Before starting his own firm, Mr. Lynch worked for Silicon Graphics Inc. in Mountain View, California. Mr. Lynch served as chairman of DC Mayor Anthony Williams' community development transition team and is currently an Executive Board Member of the Washington-Baltimore Olympic 2012 Bid Committee. He also an active member of several non-profit boards of directors, including USA Gymnastics, Manna, Inc., the DC Heritage Tourism Coalition and the Recreation Wish List Committee. He was captain of Stanford University's two-time NCAA National Championship gymnastics team and a two-time member of the United States Olympic team. In 1996, as captain of the US Olympic gymnastics team, he won a silver medal on the parallel bars. Mr. Lynch earned both a BS in Civil Engineering and a BA in Urban Design from Stanford University.

**Jonathan R. Weinstein**, Senior Development Strategist and CFO, has been a professional economic development consultant to public, private, and non-profit organizations since the mid-1990s. He specializes in market analysis, financial feasibility analysis, public-private partnerships, organizational management, and community participation in the planning process. Mr. Weinstein's residential market

analysis experience includes rental, for-sale, senior and veterans housing studies related to HOPE VI and public housing revitalization efforts in Memphis, Tennessee and Albany, NY. He has completed retail market analysis related to the commercial development of Metro stations and along Capital Area commercial corridors. In addition, he has worked closely with non-profit community-based organizations, government agencies, public housing residents and low-income communities to prepare strategic development plans for their neighborhoods. Mr. Weinstein is an active member of the DC Building Industry Association and its East of the River Committee, a board member of the U Street Business and Arts Coalition and of the 14th & U Main Street District, and a member of Manna, Inc.'s leadership committee and of the Construction Financial Management Association. Mr. Weinstein holds an MBA from the University of California, Berkeley, with a focus on real estate and urban economic development and a BS in Foreign Service from Georgetown University.

### *Latham & Watkins*

Latham & Watkins is a global leader in corporate finance, capital markets transactions, mergers and acquisitions, and complex business litigation. Founded in 1934, the firm has expanded in recent years to its current total of more than 1,400 attorneys in 21 offices. Latham is well known in the legal profession for its cooperation among offices and practice disciplines. With offices that span the globe, our multidisciplinary teamwork approach enables Latham attorneys to work together seamlessly across department and geographic boundaries, marshalling legal resources to meet specific client needs. The firm's Washington, D.C. office has a diverse practice portfolio with vibrant corporate finance, capital markets, project finance, complex litigation and regulatory practices.

**Nestor M. Davidson** is an associate in the Washington, D.C. office of Latham & Watkins. Mr. Davidson joined Latham after serving as Special Counsel to the Secretary of the United States Department of Housing and Urban Development from 1999 to 2001. His practice focuses on multifamily housing and commercial real estate, including acquisitions, sales, and leasing, as well as the syndication of low-income housing tax credits.

**Abena Glasgow** is an associate in the Washington, D.C. office of Latham & Watkins. She graduated from New York University School of Law in 2001. In 1998, she received an Honors Bachelor of Arts degree from York University in Toronto, ON, Canada in the majors of Psychology and Law & Society.

**Rebecca L. Spain** is a Summer Associate in the Washington, D.C. office of Latham & Watkins. She is assisting Nestor Davidson and Abena Glasgow with this project. Ms. Spain is a rising third year law student at NYU School of Law. She graduated with distinction from Stanford University in 1999, earning a B.A. in Political Science and a minor in Human Biology.

### *Lewis Real Estate Services*

Lewis Real Estate Services is a real estate firm offering an array of services, but focuses on community development and reinvestment. Our areas of specialization include:

- **Urban Retail Leasing:**  
Street level retail in downtown office buildings, neighborhood retail storefronts and neighborhood shopping centers
- **Sales:**  
Shopping centers, pad sites, small mixed use buildings, land assemblage
- **Landlord/Tenant Representation**  
Developers, institutional owners, local and regional retailers
- **Predevelopment Counseling**  
Identification of joint venture partners, design professionals and other technical support for small businesses and non-profits

**Freddie Lewis** has 17 years experience in real estate brokerage, development and construction. Last year, Freddie left Madison Retail Group, a boutique retail brokerage company in the District, to become an Independent Broker and establish her own firm, Lewis Real Estate Services. This change enabled her to utilize her development and office brokerage experience. In addition to representing retail franchise groups such as Sir Speedy Printing and Planet Smoothie, Lewis Real Estate Services' recent clients include Horning Brothers, a major residential developer with a retail portfolio of five neighborhood and community shopping centers; East of the River Community Development Corporation; National Capital Revitalization Corporation; Moosa Restaurant Group, consultants and owners of restaurants in Pennsylvania and northeast franchisee of Nature's Table Restaurants; The Washington Convention Center Authority in the leasing of the 40,000 square foot retail component; and O Street Market, LLC, owner of a Giant anchored shopping center here in the District.

While at Madison Retail Group and during her tenure at Smithy Braedon, Freddie focused her efforts on retail leasing with particular emphasis on landlord representation. Included among her clients were retail developers and institutional owners such as Petrie, Dierman, Kughn, National Government Properties, Kfoury Construction Corp and TriZec Hahn. Prior to joining Smithy Braedon, Ms. Lewis served as Vice President, Northeast Region of McCoy/PM Realty Group, a brokerage and property management firm with headquarters in New York City. Freddie is active in ICSC (the International Council of Shopping Centers); DCBIA (District of Columbia Building Industry Association) Board of Directors East of the River and Retail Business Committees; The Mayor's Retail Task Force and a past Board member of CREW (Commercial Real Estate Women) Suburban Maryland.

### *STUDIOS Architecture*

Founded in 1985, STUDIOS Architecture is an international firm that provides services in strategic programming, masterplanning, architecture, and interior architecture. Over the past seventeen years, we have expanded to include offices in Washington, DC, Baltimore, New York, San Francisco, Los Angeles, and Paris. The firm has forged relationships with clients throughout the United States, Europe, and Asia, strengthening its international experience and maintaining a global presence.

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The founding charter of STUDIOS outlines an architectural design organization that has allowed principals and staff to develop design and technical expertise relevant to a wide range of project types. Our framework is a series of "studios" or project-dedicated design teams housed within the overall corporate structure. This unique firm organization allows us to offer our clients the dedication of a small, focused design team within the security and competence of a large, well-established firm. STUDIOS' approach is client driven. We strive to fulfill the unique needs of our clients rather than apply "boilerplate" concepts. Our process is founded on a commitment to intensive research and analysis of our client's program, the project objectives, and the project site and context. Our approach is also based on gaining a comprehensive understanding of our clients' organizational culture. This allows us to create a set of design objectives that will capture both the physical and social needs of our clients.

**I. Guyman Martin**, AIA leads architectural design efforts in both the Washington DC and New York offices of STUDIOS. Among his base building and renovation projects are Market Square North, a 600,000 sf mixed use urban development, and XM Satellite Radio, a complete broadcast facility with 62 radio studios and up-link to the satellites. These types of complex projects benefit from Guy's 26 years of experience and problem solving skills. Guy has been a lecturer and studio critic at the University of Virginia and his projects have been published extensively. Guy is currently working on an office retail building in New York, a convention hotel adjacent to the Washington Convention Center, and the conversion of a landmark trolley car barn into offices.

**Carolinn Kuebler**, AIA joined STUDIOS in 1996 and has over 20 years of broad architectural experience. Based on her background in both the visual arts and environmental sciences, she takes a dynamic, integrated approach to the practice of architecture. Her wide range of skills includes masterplanning, strategic programming, and project delivery. She is adept at coordinating highly complex projects and meeting design challenges with creative architectural solutions.

### *Project Coordinator*

**Marie A. Mann** has been employed in the community development field with private, public and non-profit companies for the past 26 years. She is serving as a consultant to this project. Ms. Mann has been recently employed as a Regional Manager for the Mid-Atlantic States with the Community Development Group of First Union National Bank, and before that, spent over 10 years as Senior Vice President for Community Affairs with Suntrust Bank in Washington, D.C. Prior to entering the financial services industry, Ms. Mann was the Administrator for the Development and Modernization Administration of the District of Columbia Public Housing Authority with responsibility for a capital budget of \$200 million and the total rehabilitation of 2,500 units of public housing. In her early career she ran several non-profit housing organizations. Ms. Mann previously served two terms as the Chairman of the Steering Committee of the Center for Community Development with the American Bankers Association, and served as a faculty member for the Neighborhood Reinvestment Corporation Training Institute. She serves on the boards of Mentors, Inc. and the Community Preservation and Development Corporation. Ms. Mann holds the Masters of Science in Business degree from Johns

Hopkins University in Baltimore, Maryland and the Master of City Planning degree from Howard University in Washington, D.C. She earned her undergraduate degree at Northeastern University in Boston, Massachusetts. She is a native Washingtonian and graduated from Ballou High School.